



# City of Belmont

## FY 2015 Proposed Budget Introduction

May 27, 2014

### Agenda

- **FY 2015 Budget Overview**
  - Budget Brief
    - Summary and Policy
    - Assumptions
    - Analysis
    - Obligations
    - Priorities
    - Forecast
  - Department Budget Review
  - Capital Improvement Program
- **Next steps**

## Summary and Policy

### Summary

- Significant Financial Reversal
- Moving Beyond Just Surviving



### Summary (cont.)

- Belmont's economy experiencing revenue growth
- Collaboration from City's employees
  - Given up wage increases
  - Contributed more to their health and welfare benefits
  - Accepted lower retirement benefits than elsewhere
  - Paid a greater share of their retirement costs
- Residents and businesses can expect a predictable level of service
- Level of unmet need
  - Deferred maintenance staggering
  - City's long-term financial well-being remains at risk

### Summary (cont.)

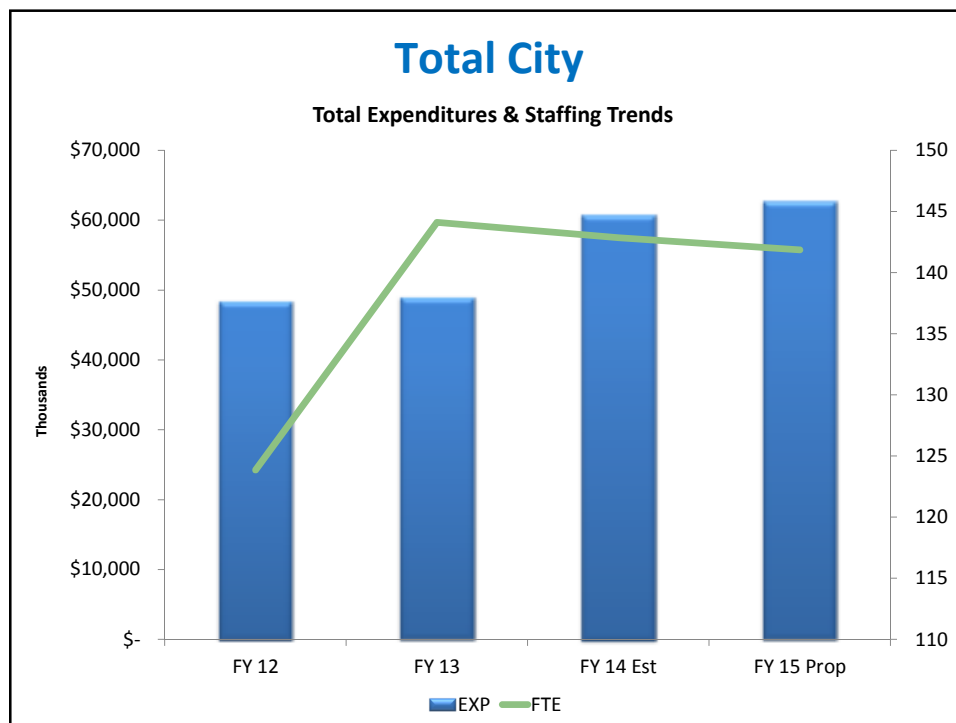
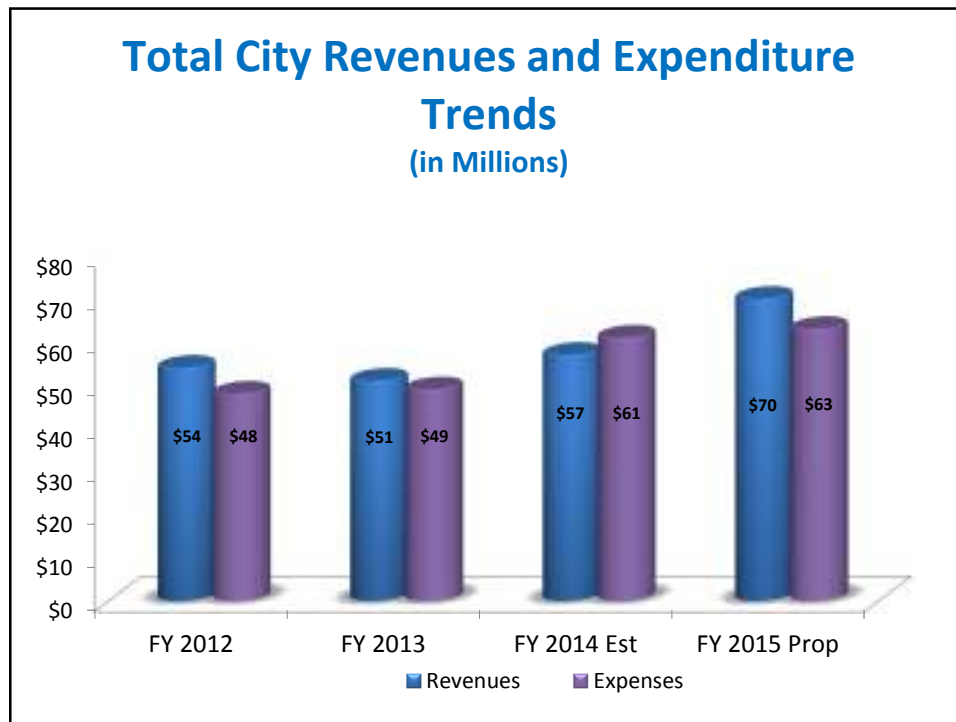
- Working Together
  - Economic and geographic constraints limit ability to overcome challenges without the financial assistance of the community
  - Community to be engaged on planning and downtown revitalization
- Local Funds in Sacramento
  - State has history of negatively impacting the City's budget
  - No known negative impacts proposed
  - Local control funding formula could eventually shift \$0.6M in property tax
  - Unresolved demand of \$1.3M for former RDA

## City Budget Policies

- Balanced Budget
  - General Fund current revenues equal or exceed current operating expenditures
- General Fund Reserve Target
  - Target maximum 25% of operating expenditures
  - Minimum \$3.0 million
- Contingency
  - \$50,000 for unanticipated events
- Fees
  - Cover cost of service, as defined

Policy  
change  
proposed

## Analysis

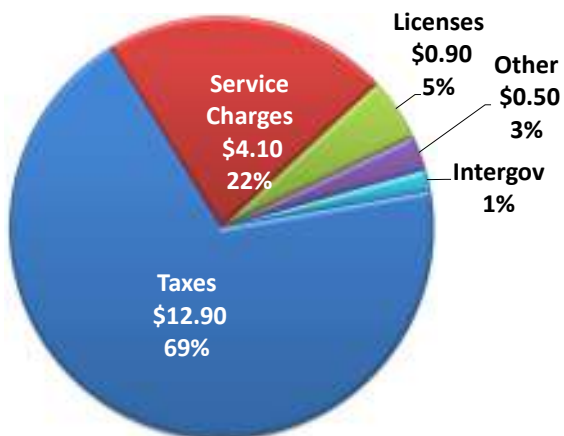


## Major Changes

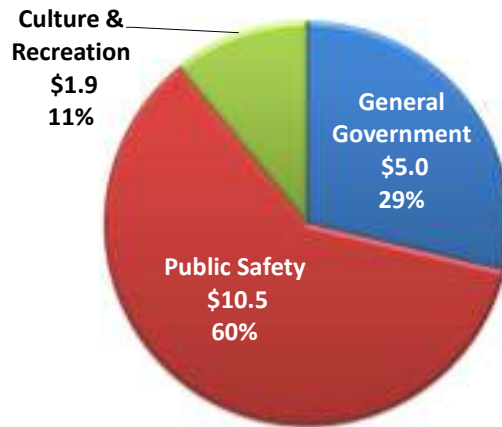


Changes	Amount
Revenue Measure Funding	\$0.2M
Additional Contingency	0.3M
General Plan Update	0.5M
Downtown Precise Plan	0.6M
\$1M Emergency Repair Funding	0.7M
Capital Projects	<u>(4.1M)</u>
Other	1.8M
<b>Total</b>	<b>\$2.0M</b>

## General Fund Revenues

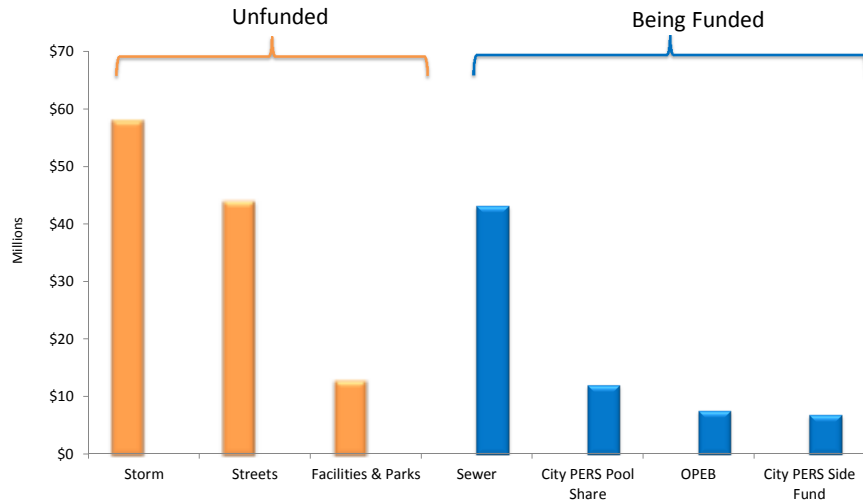


## General Fund Expenditures

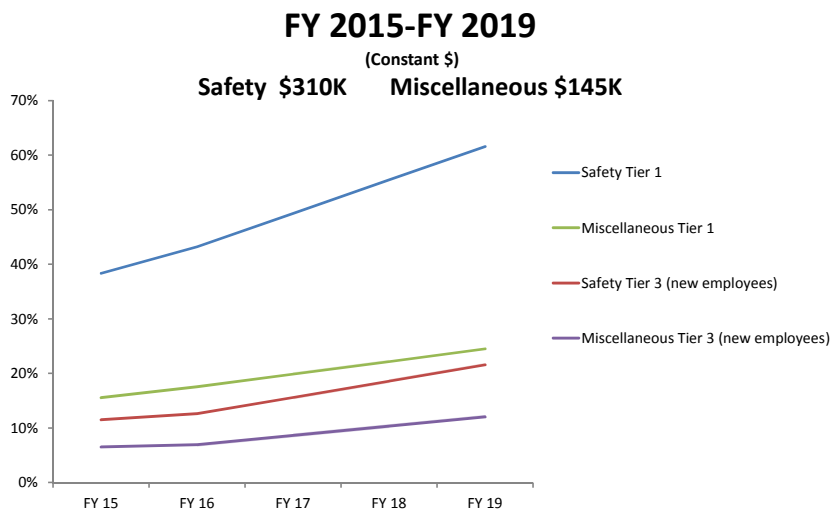


## Obligations

## Capital and Retirement Obligations



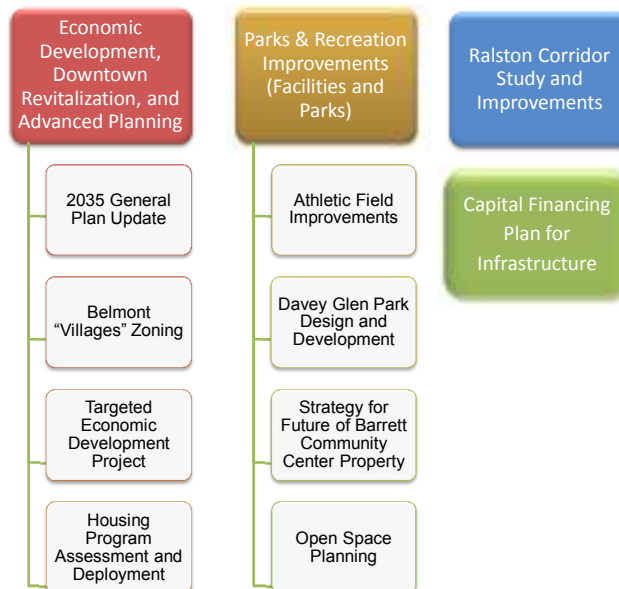
## Projected PERS Rate Increases



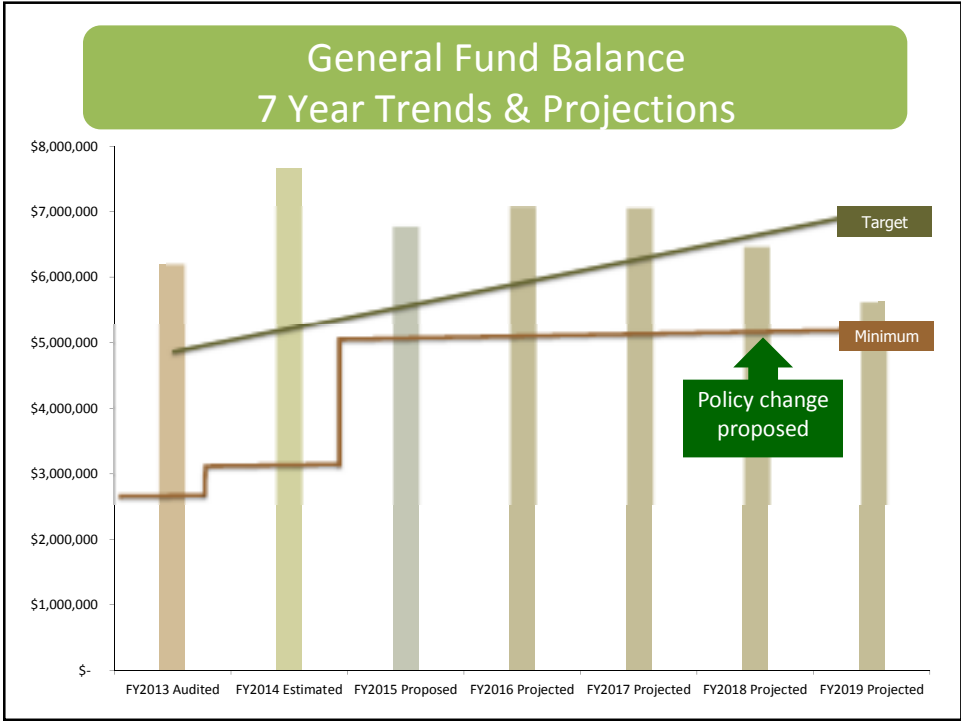


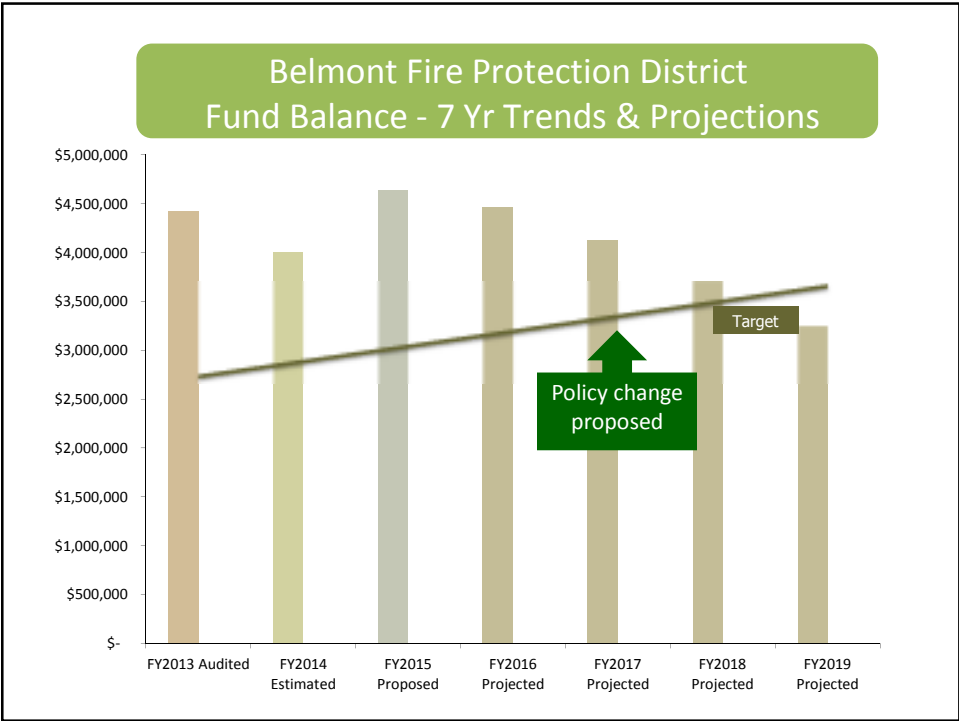
## Priorities

### Top 4 Priorities



Forecast





Department Budget Review

## **Department Budget Review**

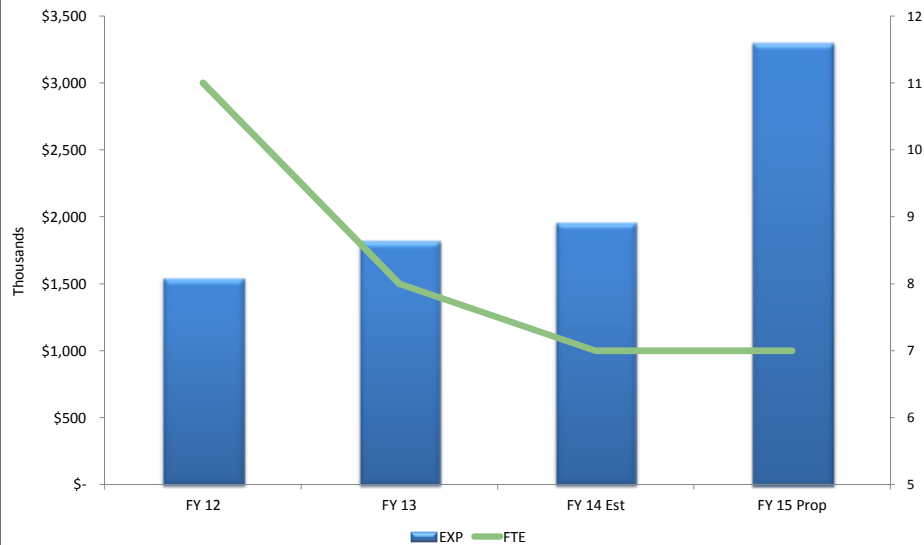
- Community Development Department
- Fire & Police Departments
- Parks & Recreation Department
- Public Works Department
- Administrative Departments

## **Department Budget Review**

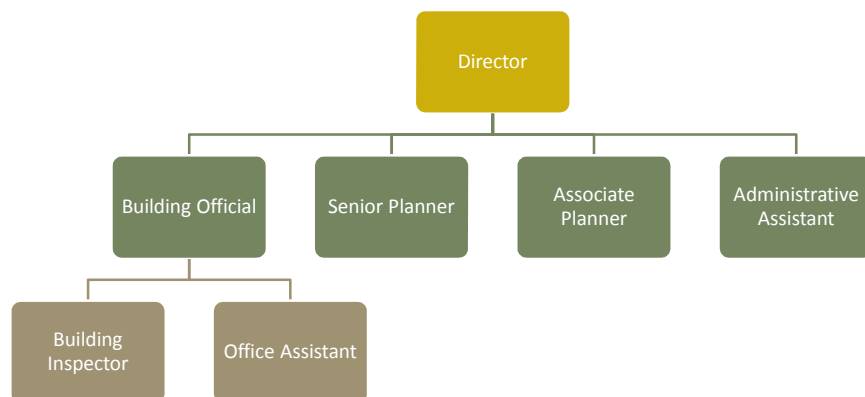
### **Community Development Department**

## Community Development Department

Total Expenditures & Staffing Trends



## Community Development Department



## Community Development Department

### Key Responsibilities

#### Planning

- Long Range Planning
- Economic Development
- General Plan Update
- Sustainability Coordination

#### Development

- Development Review
- Planning/Zoning
- Business License Review
- Public Information

#### Permitting

- Building Permits
- Plan Review
- Inspections
- Fire Plan Review
- Fire Inspections

## Community Development Department

### Contribution to City Council Priorities

- 2035 General Plan Update
- Belmont “Villages” Element/Zoning/Design Guidelines
- Belmont Village & Downtown Implementation/Specific Plan
- Sustainability Objectives
- Develop City’s Climate Action Plan
- Outdoor Water Use Efficiency
- Caltrain Modernization

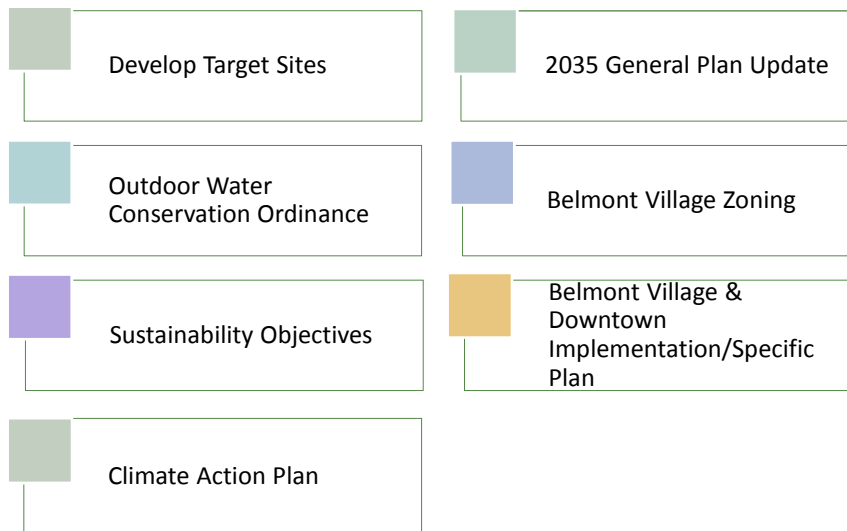
## Community Development Department

### Major Accomplishments

- ✓ Re-Subdivision/Open Space Disposition/Sale of City-Owned San Juan Hills Property - Completed
- ✓ Construction Demolition/Recycling Ordinance – Completed Via Adoption of 2014 Uniform Building Code Update
- ✓ 2010 Greenhouse Gas Inventory Completed; Climate Action Plan Preparation Underway
- ✓ Belmont Village Zoning – Substantial Work Efforts Underway
- ✓ 2035 General Plan Update Initiated
- ✓ Belmont Village Implementation/Specific Plan - Substantial Work Efforts to Obtain Grant Funding

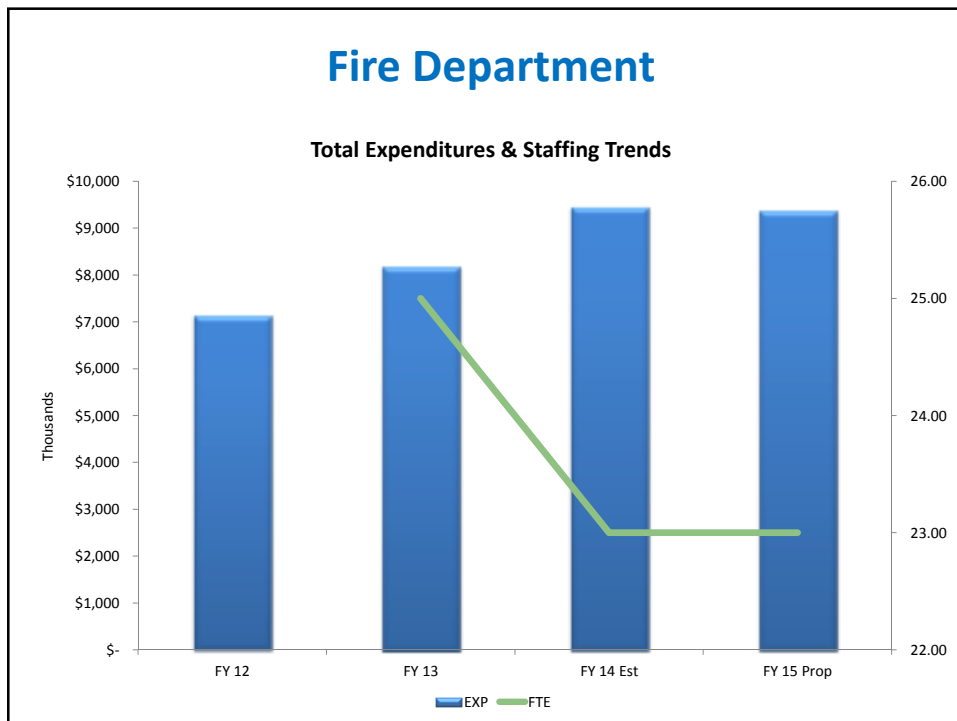
## Community Development Department

### Objectives

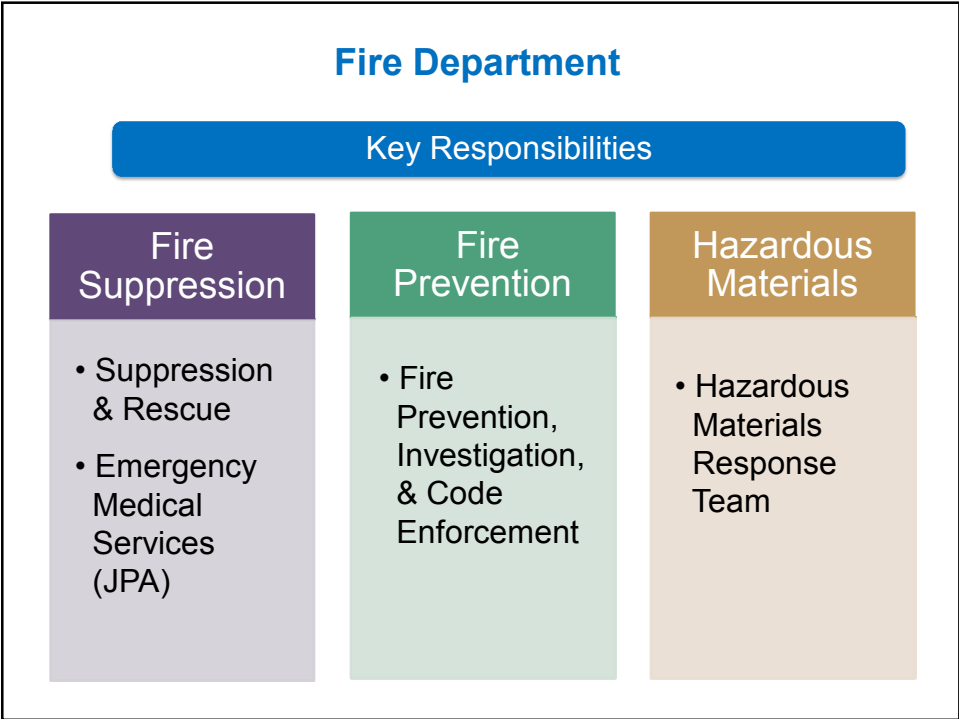
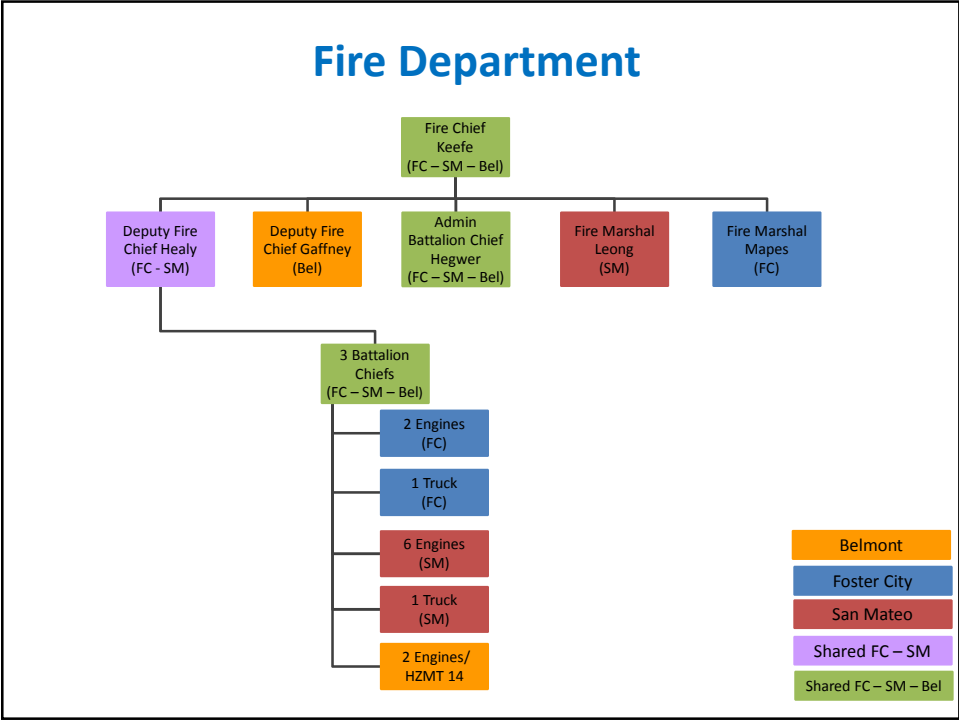


## Department Budget Review

### Fire Department







## **Fire Department**

### **Contribution to City Council Priorities**

- Shared Fire Command Staff with San Mateo & Foster City
- Shared Public Safety Administration
- Hazardous Materials Response Team (Contract w/ San Mateo County)
- Fire Prevention Services (Contract w/ C.S.G)
- Fire Department Training (Contract w/ Central San Mateo County Training Division)

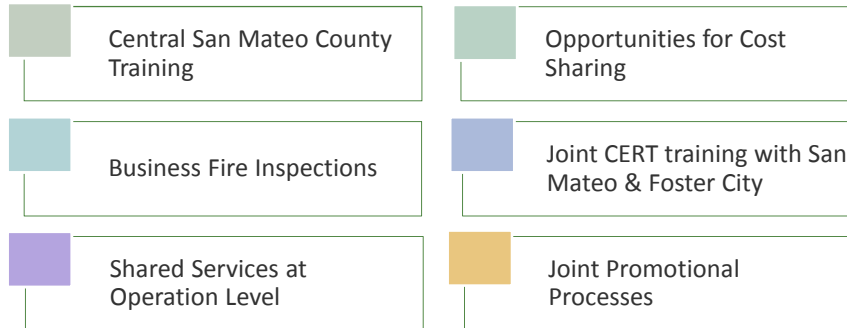
## **Fire Department**

### **Major Accomplishments**

- ✓ Renewed and Created Evergreen Agreement for Shared Administrative oversight with Cities of San Mateo and Foster City
- ✓ Vehicle Sharing Agreement
- ✓ FF Thorne Promoted to Captain Rank in Shared Training Division
- ✓ Completed Truck Pilot Study
- ✓ Community/Employee CPR Program, National Night Out, Sober Graduation, CERT
- ✓ Implemented Business Fire Inspections in City and HIA
- ✓ Belmont CERT Program
- ✓ Updated Website

## Fire Department

### Objectives

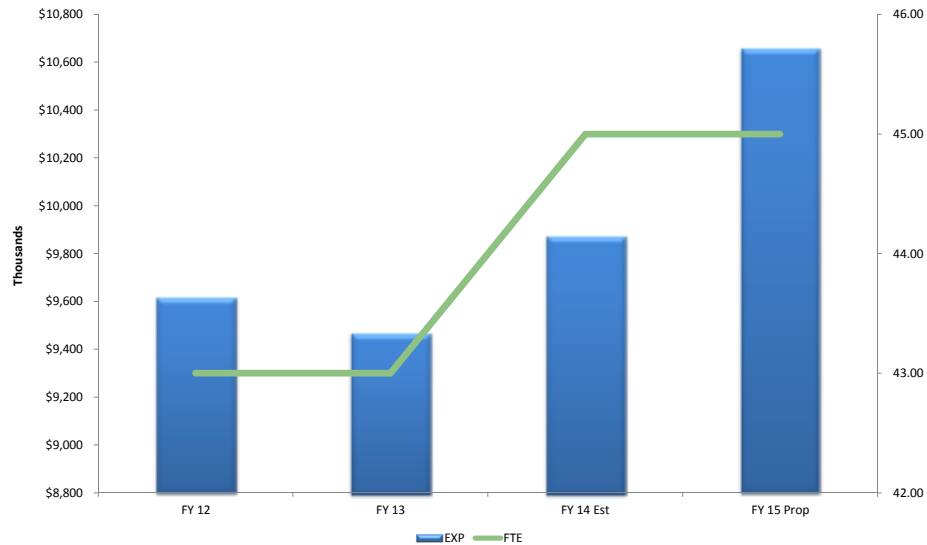


## Department Budget Review

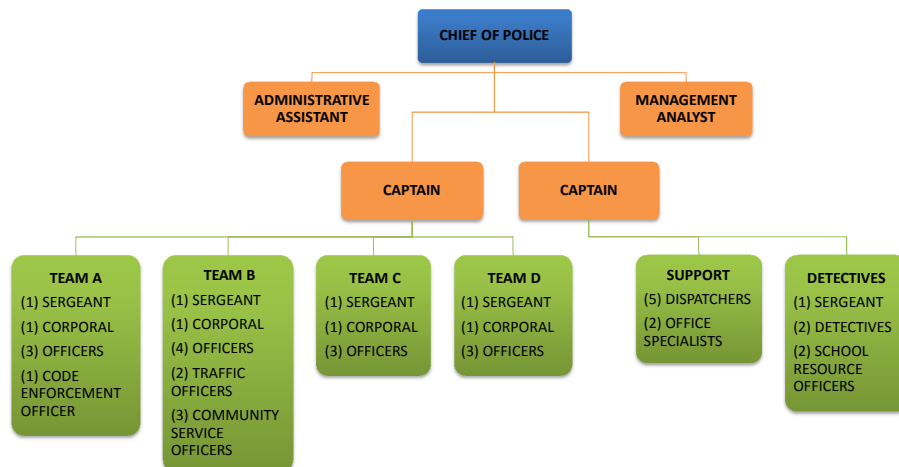
### Police Department

## Police Department

Total Expenditures & Staffing Trends



## Police Department



## Police Department

### Key Responsibilities

#### Crime Control

- Reduce crime and maintain order in the community.

#### Traffic

- Facilitate a safe and orderly flow of traffic to minimize accidents and injuries.

#### Support

- Support the delivery of effective core police services.

## Police Department

### Major Accomplishments

- ✓ Staffing Plan Completed
- ✓ #BelmontWatch
- ✓ Officer Worn Video
- ✓ K-9 Kilo
- ✓ Traffic Hot Spots
- ✓ Made over 500 arrests
- ✓ Responded to over 28,000 calls for service
- ✓ Several High Profile Arrests - Burglaries, Ice Cream Store Drug Case, Blackmail Operation Sunny Day

## Police Department

### Objectives



Examine Options to  
Address Property Crime



Expand #BelmontWatch  
and Social Media



Strategic Deployment of  
Traffic Units



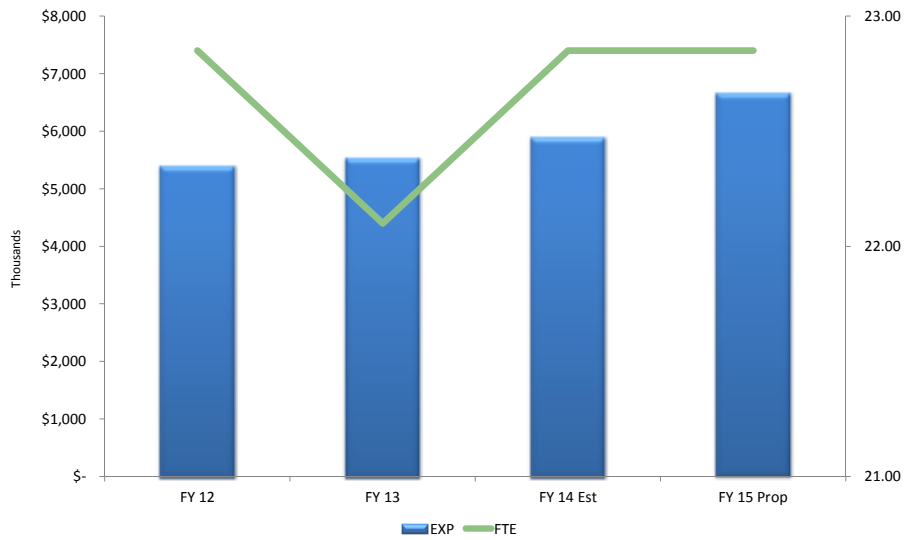
Complete Rollout of  
Officer Worn Video

## Department Budget Review

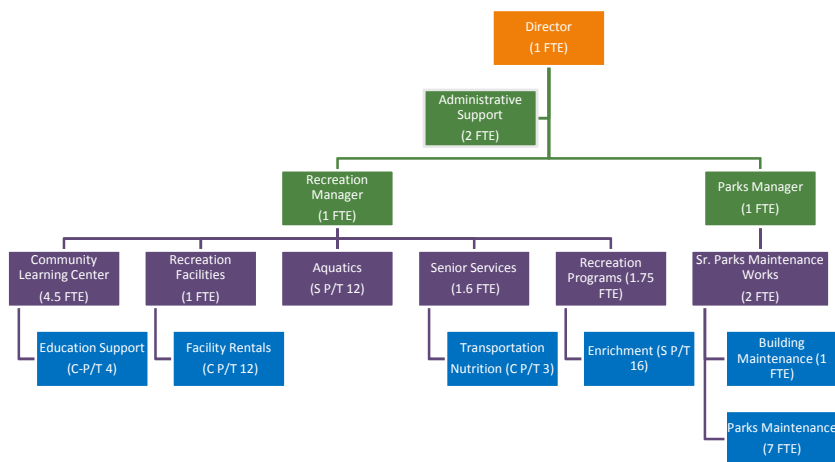
### Parks & Recreation Department

## Parks & Recreation Department

Total Expenditures & Staffing Trends



## Parks & Recreation Department



*"Enhancing the quality of life for the community"*

## Parks & Recreation Department

### Key Responsibilities – Parks & Facilities

Buildings	Parks & Medians	Athletic Fields	Open Space	Staff & Budget
<ul style="list-style-type: none"> <li>• 155,000 square feet of public buildings</li> </ul>	<ul style="list-style-type: none"> <li>• 14 developed parks</li> <li>• Medians throughout Belmont</li> <li>• Rights of Way</li> <li>• Tree Management &amp; Permitting</li> </ul>	<ul style="list-style-type: none"> <li>• 11 Athletic Fields (7 City, 4 School District)</li> </ul>	<ul style="list-style-type: none"> <li>• 335 Acres</li> </ul>	<ul style="list-style-type: none"> <li>• 10 dedicated staff &amp; operating budget of about \$4M</li> </ul>

*"Enhancing the quality of life for the community"*

## Parks & Recreation Department

### Key Responsibilities – Recreation

Youth	Teens	Adults & Seniors	Community	Staff & Budget
<ul style="list-style-type: none"> <li>• Recreation &amp; Enrichment Classes</li> <li>• Belmont Community Learning Center Pre-School at Barrett</li> <li>• Field Scheduling for Youth Sports-Both City and School District Fields</li> </ul>	<ul style="list-style-type: none"> <li>• After School Programs in partnership with the Library</li> <li>• VOICES Program</li> <li>• Partnership with Footsteps After Care Inc. at Barrett</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation &amp; Enrichment Classes</li> <li>• Twin Pines Senior and Community Center</li> <li>• Senior Lunch and Van Program</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships, Agreements, &amp; Marketing</li> <li>• Facility Rentals</li> </ul>	<ul style="list-style-type: none"> <li>• 10 dedicated staff &amp; operating budget of about \$2.1M</li> </ul>

*"Enhancing the quality of life for the community"*



## Parks & Recreation Department

### Contribution to City Council Priorities

- Athletic Field Improvements
- Davey Glen Park Design and Development
- Facilities Condition Management Assessment
- Strategy for Future of Barrett Community Center
- Open Space Planning

*"Enhancing the quality of life for the community"*

## Parks & Recreation Department

### Major Accomplishments

#### Parks & Open Space

- ✓ Implementing water reduction measures
- ✓ Expanding improved waste management enclosures and practices
- ✓ Park Improvements to the courtyards at Barrett, O'Donnell Park Tree Planting and community garden, Hiller Triangle Improvements, Sports Complex Little League monument park and bike racks, College View Park landscaping
- ✓ Open Space Improvements including trail maintenance throughout the open space with the Fire Safe Crews, new signage, gates, and information boards in the San Juan Canyon

#### Recreation

- ✓ Increasing enrollments, revenues and participation in programs
- ✓ Successful community events like Father/Daughter Dance and Egg Hunt
- ✓ Community Learning Center (Day Care) – covering direct costs
- ✓ Barrett has a "heartbeat" with programs and activities

#### Facilities

- ✓ Completion of the Twin Pines Senior & Community Center Project
- ✓ Improvements to Barrett: Rebuilding Together Painting project, Parking Lot Resurfacing Project, Annex Room Remodel, Signage Installation
- ✓ Increasing revenue generation from facility rentals

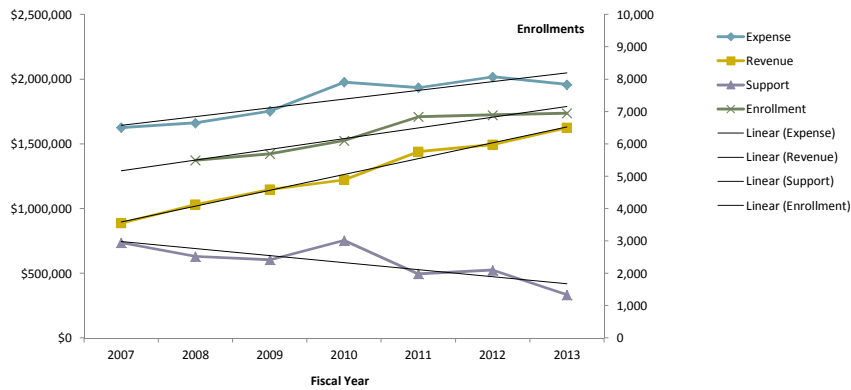
#### CIPs

- ✓ Davey Glen Design continues
- ✓ Completed the 35% design of the Belmont Sports Complex Turf Project
- ✓ Lake Loop Realignment Project- trail bridge construction approved

## Parks and Recreation Department

### Improved Cost Recovery

Recreation Participation and Revenue



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## Parks & Recreation Department

### Objectives

#### Near Term

Open Space – Build Trail Bridge for Realigned Lake Loop Trail

Davey Glen Park Construction

Present Strategy for the Future of Barrett Community Center

Present Open Space Planning

#### Mid Term

Sports Complex Synthetic Turf Project

Manor House Reuse

Development of Alternative Funding Sources

Better Facility Management

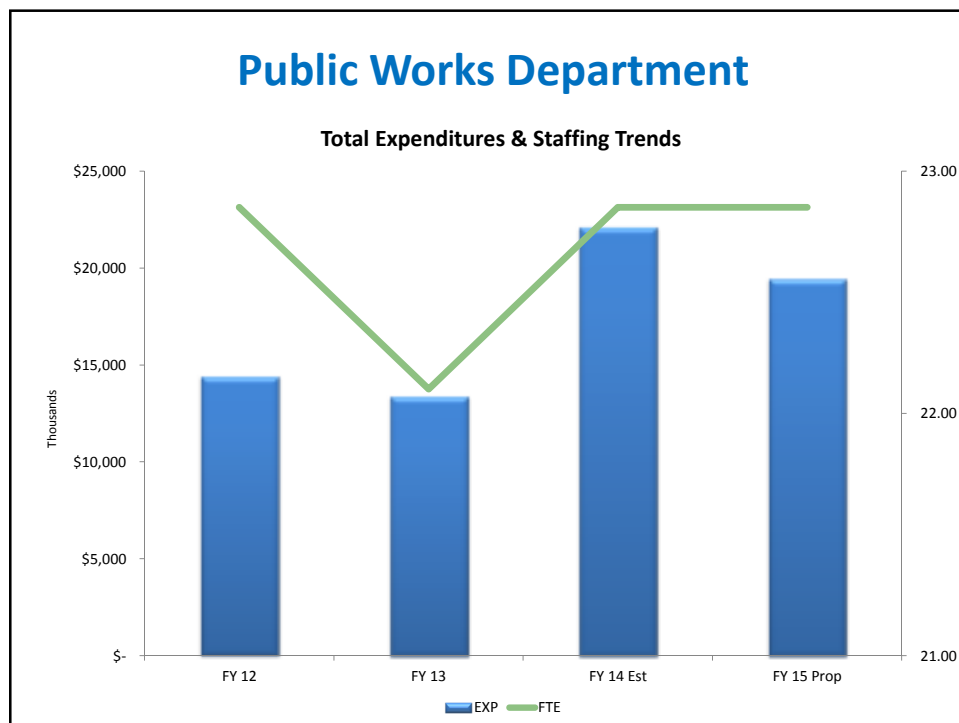
#### Long Term

Barrett Community Center Project

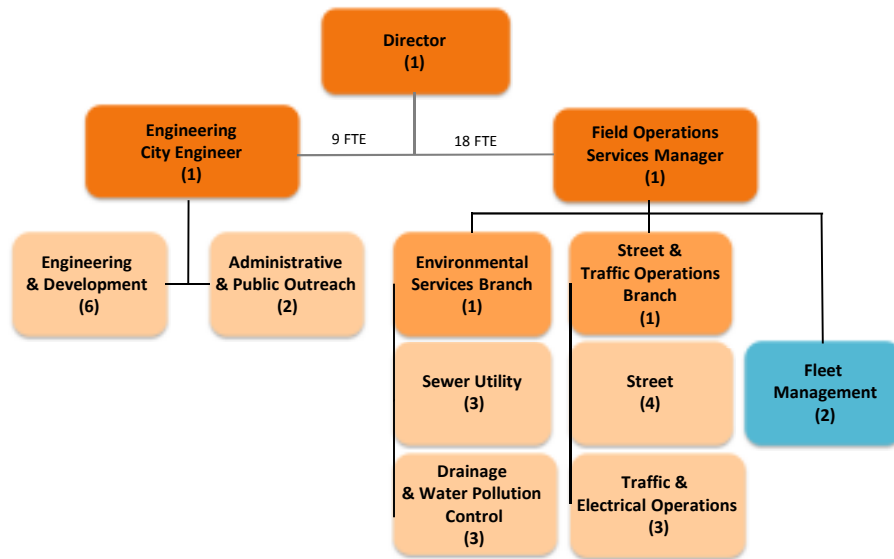
Park, Open Space, and Recreation Master Plan

## Department Budget Review

### Public Works Department



## Public Works Department



## Public Works Department

### Key Responsibilities

#### Infrastructure

- Capital Improvement Plan
- Development Reviews
- Public Improvements
- Asset Management
- R/W ADA Compliance

#### Environmental Stewardship

- Trash Load Reduction (NPDES/MRP)
- Creek Stewardship
- Water Pollution Prevention
- FOG sewer inspections
- Reduce I/I
- Creek and trash hotspot clean-up
- Education and Outreach
- Multi-modal transportation
- Solid Waste, Recycling and Compost Services
- Commercial and Industrial Facility Inspection
- Regulatory Compliance Reports

#### Operations

- **Sanitary Sewers**
  - 85 miles pipes
  - 5 miles FM
  - 11 PS
- **Storm Drainage**
  - 26 miles pipes
  - 2 PS
  - 1400 SD Inlets
  - Creeks/Flood Control
- **Streets/Traffic**
  - 135 Ln/miles
  - Traffic Signals
  - 1622 Lights (street, bike bridge, parking lot)
  - 3039 Signs
  - Bike Bridge
  - 43,200 Feet of Painted Curb
- **Solid Waste**
  - Street Sweeping
  - F.A. w/ Recology
- **Fleet**
  - 109 Veh/Equip
  - Fuel Mgmt/Dispensing System

## **Public Works Department**

### **Contribution to City Council Priorities**

- Ralston Corridor and Improvements
- City-Wide Street Lighting (includes Old County Road)
- Safe Routes to School

### **Other Note Worthy Projects**

- ADLP Corridor Study (Four Corners)
- Belmont Creek Water Quality and Flood Control Study
- MRP Permit Activities (Water Quality Permit Activities)

## **Public Works Department**

### **Major Accomplishments - Infrastructure**

- ✓ ADLP Sewer Main Reconstruction Project Completed
- ✓ Sanitary Sewer Rehabilitation Project Completed
- ✓ Rubberized Chip Seal Project Completed
- ✓ Belmont Creek Dredging Completed
- ✓ Ralston Corridor Study
- ✓ Completed Long Term Trash Load Reduction Plan and Assessment Strategy
- ✓ Full Trash Capture Devices Installation Project Completed 22 Additional Devices
- ✓ Initiated PASS Signal Synchronization Project
- ✓ Initiated Sewer Force Main Evaluation Project
- ✓ Designed and Awarded 2014 Slurry Seal Pavement Project
- ✓ 6 street light poles replaced

## Public Works Department

### Major Accomplishments - Operations

- **Engineering:**
  - ✓ 190 Permits issued (Grading, Encroachment, Hauling, etc.)
  - ✓ 710 Permit /Code Inspections
  - ✓ 38 Plan Reviews
  - ✓ 79 New Development Reviews
  - ✓ 6 Grant applications submitted
- **Sanitary Sewers**
  - ✓ 31.9 miles of CCTV inspections
  - ✓ 57.6 miles of sewer lines cleaned
  - ✓ Root foamed 38,000 feet of sewer lines
  - ✓ Responded to 382 service requests
  - ✓ 1300 work orders completed
- **Storm Drainage:**
  - ✓ 18 new bicycle safe SD grates installed
  - ✓ 2,085 storm drain inlets/manholes inspected
  - ✓ Performed six on-land trash clean ups around schools and public parks
  - ✓ Responded to 50 service requests
  - ✓ 1400 work orders completed
- **Streets/Traffic Ops**
  - ✓ 41,000 linear feet crack sealing completed
  - ✓ 383 tons of asphalt used for road repairs
  - ✓ 152 street lights repaired
  - ✓ 573 signs fabricates/446 signed installed
  - ✓ Responded to 24 graffiti incidents
  - ✓ Responded to 303 service requests
  - ✓ 3 new traffic signal heads installed
- **Fleet Management**
  - ✓ Purchased 5 new vehicles
  - ✓ 574 work orders completed
  - ✓ Implemented a metal recycling program
  - ✓ Prepared a 5-year vehicle replacement plan
- **Solid Waste**
  - ✓ 4560 curb miles swept
  - ✓ Enhanced street sweeping performed three times a week in retail areas

## Public Works Department

### Objectives

**I/E**

- Execute the CIP
- Update City Standard Plans and Details
- Progress with Council Priorities
- Complete Capital Asset Management Plan

**ST**

- Continue w/ preventative maintenance of our roadway system
- Continue replacing existing streetlights with LED units.
- Be responsive to service calls
- Maintain City's r/w assets

**SS**

- Maintain an aggressive sewer cleaning and inspection program.
- Strive to maintain a low number of SSO's (both Public & Private).
- Reduce I/I
- Implement a manhole/frame replacement program.

**FM**

- Ensure on-road and off-road emission compliance
- Purchase and install a new fuel management software system
- Continue to provide the City w/ safe and reliable vehicles/equipment in a cost effective manner.

**SD**

- Implement the Long Term Trash Load Reduction compliance (70% reduction of trash) in the municipal separate storm sewer system by 2017.
- Maintain an aggressive storm cleaning and inspection program.
- Meet MRP/NPDES Requirements

**SW**

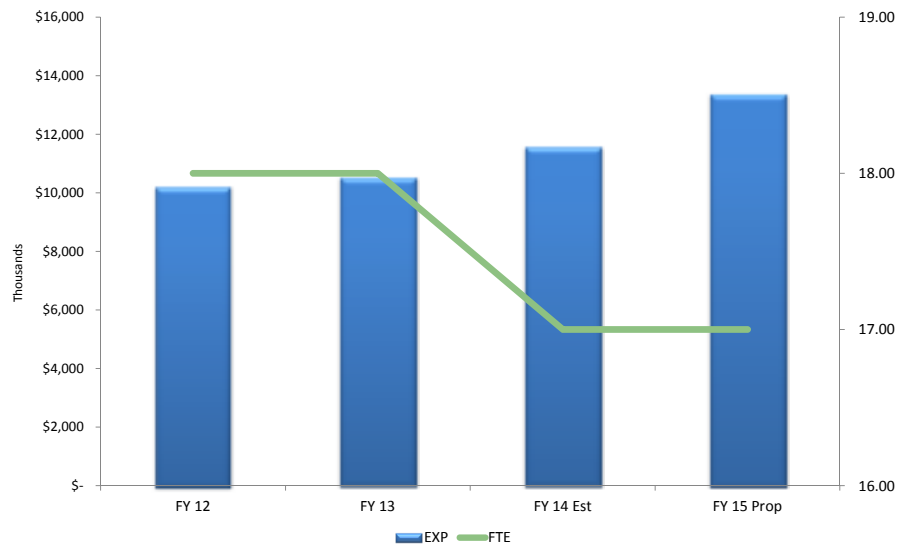
- Ensure meeting successful implementation of AB341 Mandatory Commercial Recycling goals
- Meet our Enhanced street sweeping goals per our MRP goals
- Effective management of Franchise Agreement and Rethinkwaste (SBWMA) JPA

## Department Budget Review

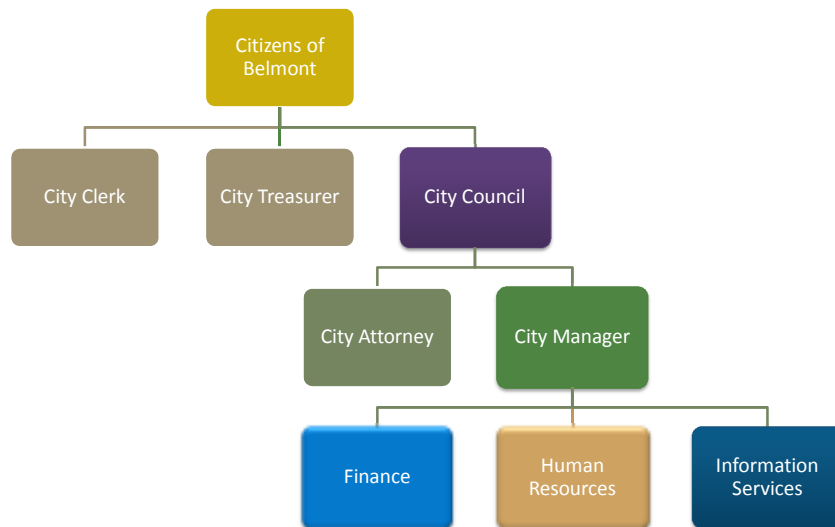
### Administrative Departments

### Administrative Departments

Total Expenditures & Staffing Trends



## Administrative Departments



## Administrative Departments

### Key Responsibilities

#### City Manager's Office

- Chief administrative and policy advisor
- Assures City's services are performed well
- Guides budget process
- Supports Council Strategic Planning and Priority Process

#### City Clerk's Office

- Maintains vital permanent City records including minutes, ordinances, resolutions, and agreements
- Post/Publish agendas and public hearing notices in compliance with applicable laws
- Manages Council packet production and distribution, and preparation of Council minutes
- Processes public record information and requests
- Elections Officer
- Compliance officer for Form 700 Statement of Economic Interest
- Maintains City Code

#### Finance Department

- Chief financial officer
- Performs financial management (financial planning, accounting, and reporting), treasury management, debt management, and risk management for the City of Belmont, the Belmont Successor Agency, Belmont Fire Protection District, and other agencies.



## Administrative Departments

### Key Responsibilities

#### Human Resources

- Recruits City and BFPD staff.
- Administers benefits.
- Conducts compensation survey and analysis, including classification requests.
- Oversees disciplinary process, grievance management, and labor contract negotiations.
- Facilitates and promotes training and development opportunities for employees;
- Manages Workers' Compensation claims process.
- Promotes a safe and healthy work environment.

#### Information Technology

- Network connectivity, including internet & intranet
- Maintain fleet of operating computer hardware & software
- Website & telephone system upkeep

#### City Attorney's Office

- Chief legal officer
- Provide unbiased legal advice
- Ensure legal compliance

## Administrative Departments

### Contribution to City Council Priorities

- Update City's web presence and civic engagement capability (IT)
- Economic Development 2.0 (FN)
- Housing program assessment and deployment (FN)
- Capital Financing Plan for Infrastructure (FN)

## Administrative Departments

### Major Accomplishments

- ✓ Sale of City-owned San Juan Hills property and Open Space Preservation
- ✓ Implemented Council meeting efficiency measures
- ✓ Completion of 2013 Building Codes adoption process
- ✓ Updated sewer lateral regulations
- ✓ Multi-year HazMat contract negotiated
- ✓ Fire Department Command Staff agreement with San Mateo and Foster City extended
- ✓ Implemented PG&E SST Program
- ✓ Awarded Certificate in recognition of providing employment opportunities for individuals with disabilities
- ✓ Awarded employee wellness grant
- ✓ Streamlined Council Priority process
- ✓ Integrated social media
- ✓ Balanced Budget and Built Fund Reserves
- ✓ Received award recognition on financial audits
- ✓ Computer Network Redesign/Build
- ✓ Virtualized Server Environment
- ✓ Managed November 2013 Municipal Election
- ✓ Initiated project to overhaul City's outdated Records Retention Schedule
- ✓ Streamlined agenda process
- ✓ Trained over 109 employees through joint partnerships for cost-effective training

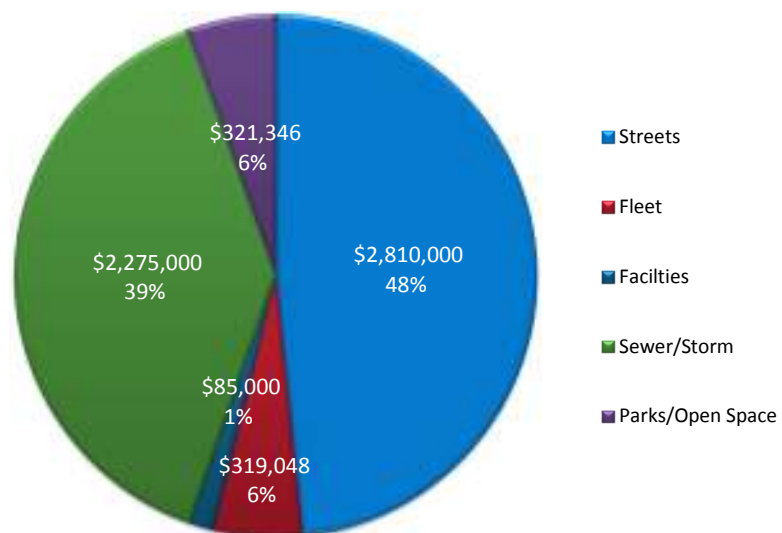
## Administrative Departments

### Objectives

<b>CM</b> <ul style="list-style-type: none"> <li>Emphasize Controlled Spending</li> <li>Strive to continue to provide quality City services</li> <li>Implement sustainability objectives</li> </ul>	<b>CC</b> <ul style="list-style-type: none"> <li>Continue City-wide Records Retention Project, including update of Records Destruction procedures</li> <li>Implementation of Form 700 Statement of Economic Interest electronic program</li> </ul>
<b>FN</b> <ul style="list-style-type: none"> <li>Complete ERP implementation</li> <li>Promote virtualization of services through technology</li> <li>Identify new funding for Economic Development</li> <li>Establish housing program priorities</li> <li>Facilitate wind-down of former RDA</li> <li>Develop plan for funding infrastructure</li> </ul>	<b>HR</b> <ul style="list-style-type: none"> <li>Negotiate successor MOUs with all labor groups</li> <li>Create a City Classification Plan</li> <li>Implement citywide Learning Management System and provide cost effective training opportunities for employees</li> <li>Develop a citywide Safety Training plan</li> <li>Update the City's Personnel Policies</li> </ul>
<b>IT</b> <ul style="list-style-type: none"> <li>Phone system upgrade</li> <li>Expand citizen engagement on website</li> <li>Upgrade Agenda Management, Work Order and Permitting systems</li> <li>Develop three year strategic plan</li> <li>Conduct network security audit</li> </ul>	<b>CA</b> <ul style="list-style-type: none"> <li>Continue assessing City Attorney Department &amp; ongoing legal needs</li> <li>Assist Departments in realizing their goals</li> <li>Protect the City from unnecessary exposure from loss</li> </ul>

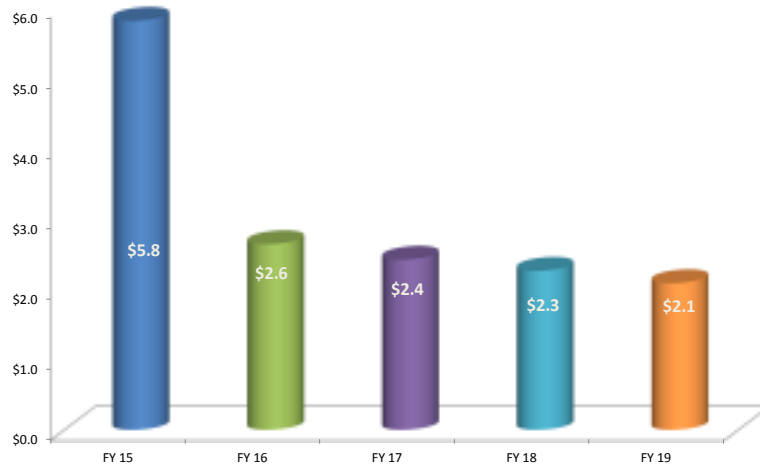
## Capital Improvement Program

## Capital Improvement Plan



## Projected Capital Outlay

(in Millions)



## Finance Commission Input

- Finance Commission Budget Team Report forthcoming
- Special Meeting on May 29<sup>th</sup> to review Budget Team Report and recommendation to Council
- Report to Council June 10<sup>th</sup>

## Next Steps

- Answer questions
- Give direction
- June 10<sup>th</sup>
  - Finance Commission Report
  - Adopt budget
  - Master Revenue Schedule
  - Financial policies
  - Other actions

